



**2020** | NSW Public Sector  
Employee Survey

Agency Report

Office of Transport Safety Investigations (OTSI)

This shows where the report unit sits in the survey's organisational hierarchy.

### NSW public sector

- Transport
  - Office of Transport Safety Investigations (OTSI)

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**See your results at a glance**

# Headline results for key topics

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



We've flagged the top 3 (\*) and bottom 3 (!) topics for you. Use these topics as a starting point for exploring your results.

## Response rate

**100%**

11 OF 11 RESPONDENTS

## Employee engagement

**69%**

### Compared to

Sector +1 (67%)

Cluster +1 (67%)

## Job satisfaction

**70%**

### Compared to

Sector +1 (70%)

Cluster +2 (69%)

## Wellbeing, health and safety

**76%** \*

### Compared to

Sector 0 (76%)

Cluster 0 (76%)

## Senior managers

**60%**

### Compared to

Sector +2 (58%)

Cluster +5 (55%)

## Communication and change management

**52%**

### Compared to

Sector -10 (62%)

Cluster -7 (59%)

## Inclusion and diversity

**65%**

### Compared to

Sector -10 (74%)

Cluster -9 (74%)

## Flexible working satisfaction

**70%**

### Compared to

Sector +3 (67%)

Cluster +1 (69%)

## Role clarity and support

**73%**

### Compared to

Sector +7 (66%)

Cluster +3 (70%)

## Autonomy and employee voice

**54%**

### Compared to

Sector -17 (71%)

Cluster -15 (70%)

## Feedback and performance management

**44%** !

### Compared to

Sector -18 (63%)

Cluster -20 (64%)

## Learning and development

**44%** !

### Compared to

Sector -11 (54%)

Cluster -10 (54%)

# Headline results for key topics (continued)

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



We've flagged the top 3 (\*) and bottom 3 (!) topics for you. Use these topics as a starting point for exploring your results.

## Recruitment

**45%**

### Compared to

Sector	0 (45%)
Cluster	+3 (42%)

## Teamwork and collaboration

**57%**

### Compared to

Sector	-12 (69%)
Cluster	-11 (67%)

## Risk and innovation

**61%**

### Compared to

Sector	-14 (75%)
Cluster	-14 (75%)

## Decision making and accountability

**45%**

### Compared to

Sector	-15 (60%)
Cluster	-15 (60%)

## Customer service

**77% \***

### Compared to

Sector	+3 (74%)
Cluster	+3 (74%)

## Pay

**82% \***

### Compared to

Sector	+19 (63%)
Cluster	+13 (69%)

## Grievance processes

**56%**

### Compared to

Sector	+11 (45%)
Cluster	+9 (46%)

## Action on survey results

**44% !**

### Compared to


Sector	-1 (45%)
Cluster	+1 (43%)

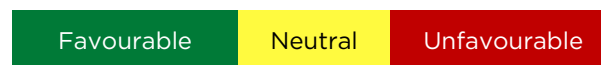
## Target specific areas and get tips for taking action

# Employee engagement

Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience.

Many factors influence engagement: leadership, a positive and inclusive work culture, manager support, accountability, and flexible work to name a few.

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Employee engagement (total score)</b>		<b>69%</b>	67%	67%
I would recommend my organisation as a great place to work		70%	68%	72%
I am proud to tell others I work for my organisation		70%	74%	74%
I feel a strong personal attachment to my organisation		70%	66%	65%
My organisation motivates me to help it achieve its goals		60%	59%	59%
My organisation inspires me to do the best in my job		70%	59%	59%

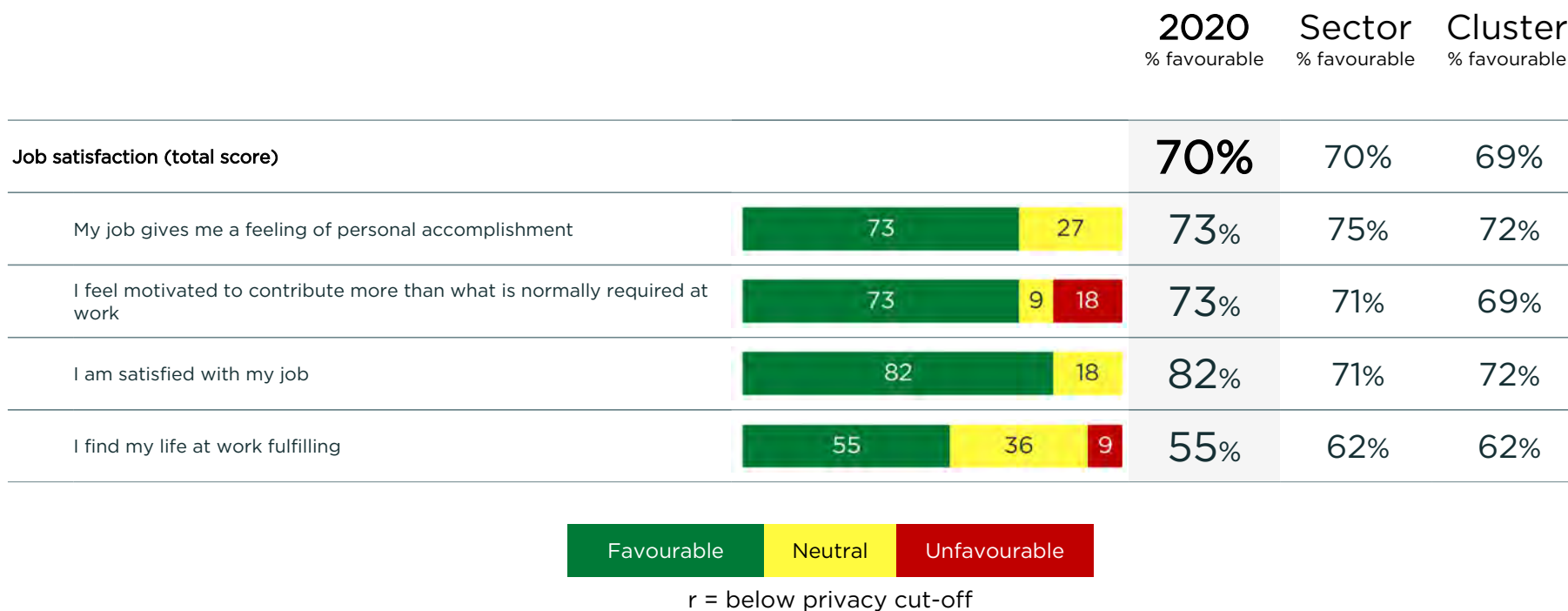


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Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

Role clarity and support, autonomy and feedback are some factors that impact job satisfaction.

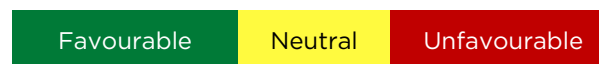


# Wellbeing, health and safety

Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

[See some tips for managing employee wellbeing during COVID-19.](#)

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Wellbeing, health and safety (total score)</b>		<b>76%</b>	76%	76%
I can keep my work stress at an acceptable level	<div><div>64</div><div>18</div><div>18</div></div>	64%	63%	69%
I know how to address a health and safety issue I have found	<div><div>91</div><div>9</div></div>	91%	87%	88%
In general, my sense of wellbeing is...	<div><div>73</div><div>9</div><div>18</div></div>	73%	65%	67%
I am confident that I am contributing my best at work	<div><div>82</div><div>9</div><div>9</div></div>	82%	80%	80%
There are people at work who care about me	<div><div>70</div><div>20</div><div>10</div></div>	70%	82%	77%



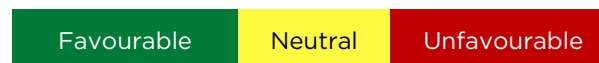
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# Senior managers

Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

The term 'senior managers' refers to the group of senior managers in your organisation, not an individual manager.

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Senior managers (total score)</b>		<b>60%</b>	58%	55%
Senior managers provide clear direction for the future of the organisation	<div><div>60</div><div>20</div><div>20</div></div>	60%	53%	47%
Senior managers model the values of my organisation	<div><div>70</div><div>20</div><div>10</div></div>	70%	58%	53%
Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>60</div><div>30</div><div>10</div></div>	60%	56%	52%
Senior managers communicate the importance of customers in our work	<div><div>70</div><div>30</div><div></div></div>	70%	70%	72%
Senior managers keep employees informed about what's going on	<div><div>60</div><div>30</div><div>10</div></div>	60%	57%	54%
Senior managers listen to employees	<div><div>50</div><div>50</div><div></div></div>	50%	49%	44%
Senior managers support the career advancement of women	<div><div>50</div><div>40</div><div>10</div></div>	50%	64%	66%








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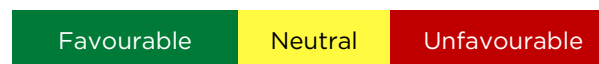
# Communication and change management

Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

Effective communication is always important, but is most critical before, during and after periods of change.

[See some tips for managing change.](#)

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Communication and change management (total score)</b>		<b>52%</b>	62%	59%
My manager communicates effectively with me		40%	75%	76%
Senior managers provide clear direction for the future of the organisation		60%	53%	47%
Senior managers keep employees informed about what's going on		60%	57%	54%
Change is managed well in my organisation		30%	41%	36%
My organisation quickly adapts and responds during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		70%	83%	80%

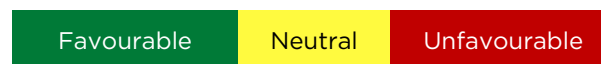


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

[Find out more about inclusion in the NSW public sector.](#)

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Inclusion and diversity (total score)</b>		<b>65%</b>	74%	74%
People in my workgroup treat each other with respect	<div><div>64</div><div>18</div><div>18</div></div>	64%	80%	79%
Senior managers support the career advancement of women	<div><div>50</div><div>40</div><div>10</div></div>	50%	64%	66%
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<div><div>70</div><div>20</div><div>10</div></div>	70%	79%	79%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	<div><div>70</div><div>20</div><div>10</div></div>	70%	79%	76%
I can speak up and share a different view to others in my organisation	<div><div>70</div><div>20</div><div>10</div></div>	70%	69%	69%





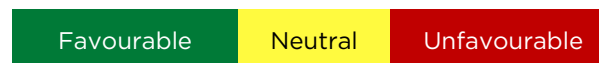
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# Flexible working satisfaction

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

[See some flexible teams resources for managers.](#)

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Flexible working satisfaction (total score)</b>		<b>70%</b>	67%	69%
How satisfied are you with your ability to access and use flexible working arrangements?		70%	65%	67%
My manager supports flexible working in my team		70%	68%	70%



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## Flexible working use

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

[See some flexible teams resources for managers.](#)

Type of flexible working	2020 % respondents
Flexible start and finish times	r
Working more hours over fewer days	r
Working additional hours to make up for time off	r
Flexible scheduling for rostered workers	r
Part-time work	r
Job sharing	r
Working from different locations	r

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Type of flexible working	2020 % respondents
Working from home	r
Purchasing annual leave	r
Leave without pay	r
Study leave	r
Other	r
None of the above	r

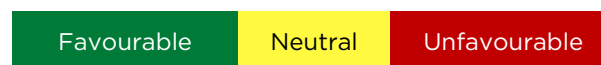
# Role clarity and support

An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy.

Even when an employee does have role clarity, they need the right support to deliver. Support can come in the form of time, tools and technology, and training.

[See some tips for improving role clarity and support.](#)

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Role clarity and support (total score)</b>		<b>73%</b>	66%	70%
I understand what is expected of me to do well in my role		100%	84%	84%
I am provided with the support I need to do my job well		73%	65%	68%
I have the tools and technology to do my job well		91%	71%	76%
I have the time to do my job well		91%	57%	69%
My performance is assessed against clear criteria		27%	55%	59%
I have received the training and development I need to do my job well		55%	62%	62%



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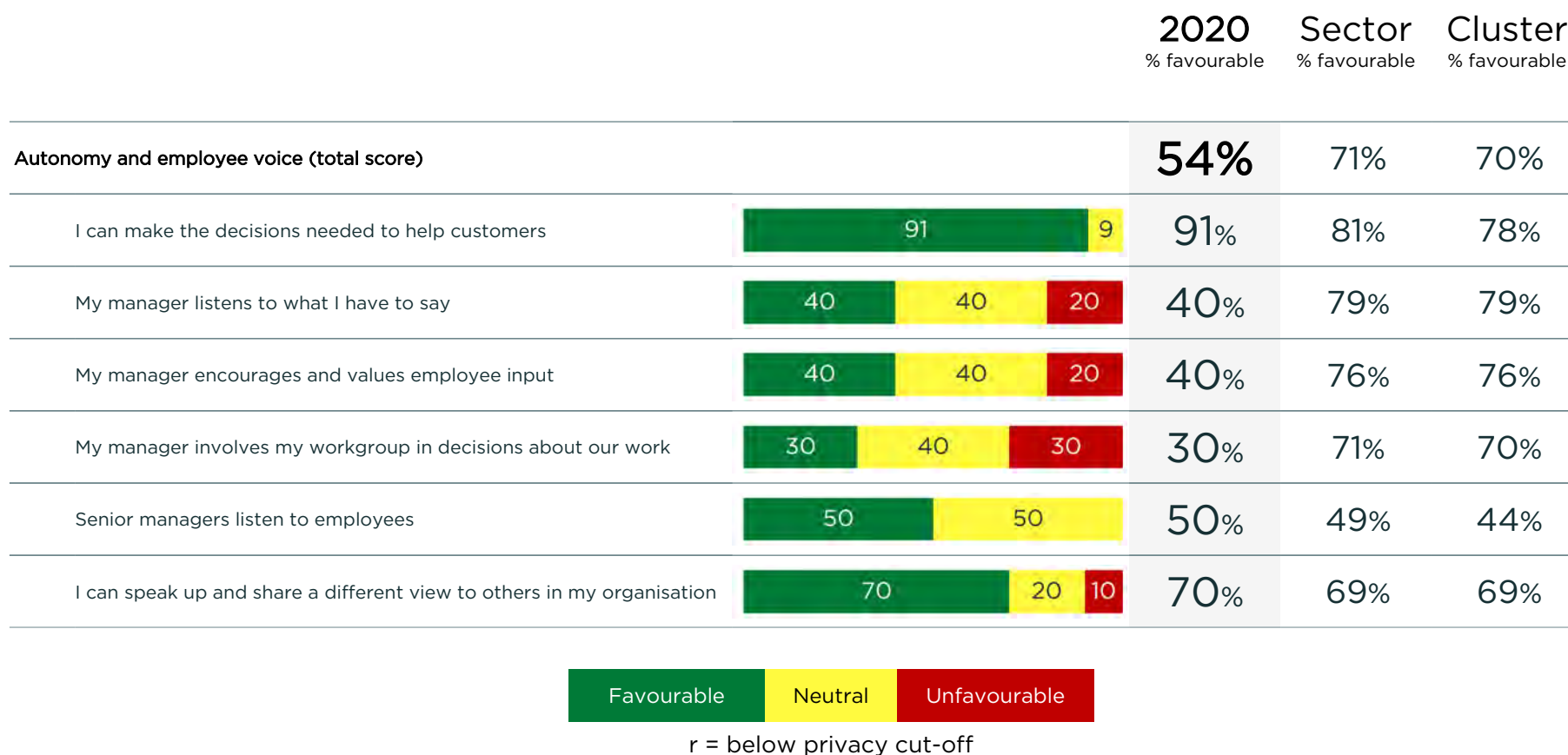


# Autonomy and employee voice

Ensuring employees are empowered to make decisions and feel like they can speak up and be heard shifts the employee–employer relationship from a transactional one to an effective, dynamic one.

Autonomy and employee voice can have major impacts on job satisfaction and employee engagement.






[See some tips for increasing autonomy and giving employees a voice.](#)

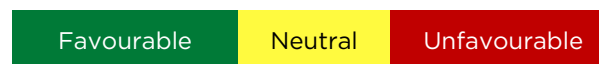


# Feedback and performance management

Underpinning a high-performance culture is an effective system for managing individual, team, and organisational performance.

The Managing for Performance: Guide for Managers can help improve systems and performance outcomes.

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Feedback and performance management (total score)</b>		<b>44%</b>	63%	64%
In the last 12 months, I have received feedback to help me improve my work		73%	65%	63%
My performance is assessed against clear criteria		27%	55%	59%
My manager provides recognition for the work I do		40%	72%	72%
My manager encourages me to learn from my mistakes		50%	72%	73%
My manager appropriately deals with employees who perform poorly		30%	49%	54%



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Underpinning a high-performance culture is an effective system for managing individual, team, and organisational performance.

The Managing for Performance: Guide for Managers can help improve systems and performance outcomes.

	2020 % respondents	Sector % respondents	Cluster % respondents
I have a performance and development plan that sets out my individual goals			
Yes	36%	72%	69%
No	64%	28%	31%
I have informal feedback conversations with my manager			
Yes	82%	79%	77%
No	18%	21%	23%
I have scheduled feedback conversations with my manager			
Yes	36%	63%	59%
No	64%	37%	41%

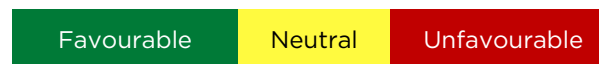
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# Learning and development

Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

[The Managing for Performance: Guide for Managers can help plan and implement learning and development.](#)



		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Learning and development (total score)</b>		<b>44%</b>	54%	54%
I have received the training and development I need to do my job well	<div><div>55</div><div>27</div><div>18</div></div>	55%	62%	62%
I am satisfied with the opportunities available for career development in my organisation	<div><div>27</div><div>55</div><div>18</div></div>	27%	48%	49%
My organisation is committed to developing its employees	<div><div>50</div><div>40</div><div>10</div></div>	50%	54%	50%

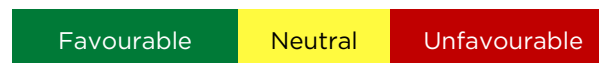


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Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.

See the NSW public sector's recruitment and selection guide for tips to improve recruitment.

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Recruitment (total score)</b>		<b>45%</b>	45%	42%
I have confidence in the way recruitment decisions are made		40%	38%	37%
My organisation generally selects capable people to do the job		50%	52%	47%



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Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know-how' in an organisation and the NSW public sector more broadly.

	2020 % respondents	Sector % respondents	Cluster % respondents
Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?			
Yes	36%	40%	44%
No	64%	60%	56%

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Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know-how' in an organisation and the NSW public sector more broadly.

	2020 % respondents	Sector % respondents	Cluster % respondents
Are there barriers preventing you from moving to another role? If so, what are they?			
Lack of visible opportunities	r	32%	-
Lack of promotion opportunities	r	31%	-
Lack of support from my manager / supervisor	r	12%	-
Geographic location considerations	r	27%	-
Personal / family considerations	r	30%	-
Insufficient training and development	r	16%	-
Lack of required capabilities or experience	r	13%	-
Lack of support for temporary assignments / secondments	r	16%	-
The application / recruitment process is too cumbersome or time consuming	r	24%	-
Other	r	10%	-
There are no major barriers to my career progression	r	26%	-

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Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

Intention to stay is a leading indicator for turnover. However, intention doesn't always translate into action.

	2020 % respondents	Sector % respondents	Cluster % respondents
How long do you think you will continue to work in your current organisation?			
Less than 1 year	r	6%	-
1 year to less than 2 years	r	8%	-
2 years to less than 5 years	r	20%	-
5 years to less than 10 years	r	25%	-
10 years to less than 20 years	r	24%	-
More than 20 years	r	17%	-

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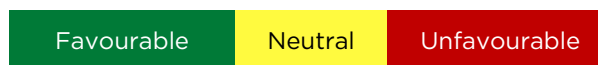


# Teamwork and collaboration

Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

Well-executed collaboration enables agencies to share knowledge, ideas, resources, skills, networks, and assets, leading to better outcomes for customers.

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Teamwork and collaboration (total score)</b>		<b>57%</b>	69%	67%
My workgroup works collaboratively to achieve its goals	<div><div>64</div><div>27</div><div>9</div></div>	64%	78%	78%
There is good team spirit in my workgroup	<div><div>55</div><div>27</div><div>18</div></div>	55%	74%	73%
People in my workgroup treat each other with respect	<div><div>64</div><div>18</div><div>18</div></div>	64%	80%	79%
Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>60</div><div>30</div><div>10</div></div>	60%	56%	52%
There is good co-operation between teams across my organisation	<div><div>40</div><div>40</div><div>20</div></div>	40%	54%	53%

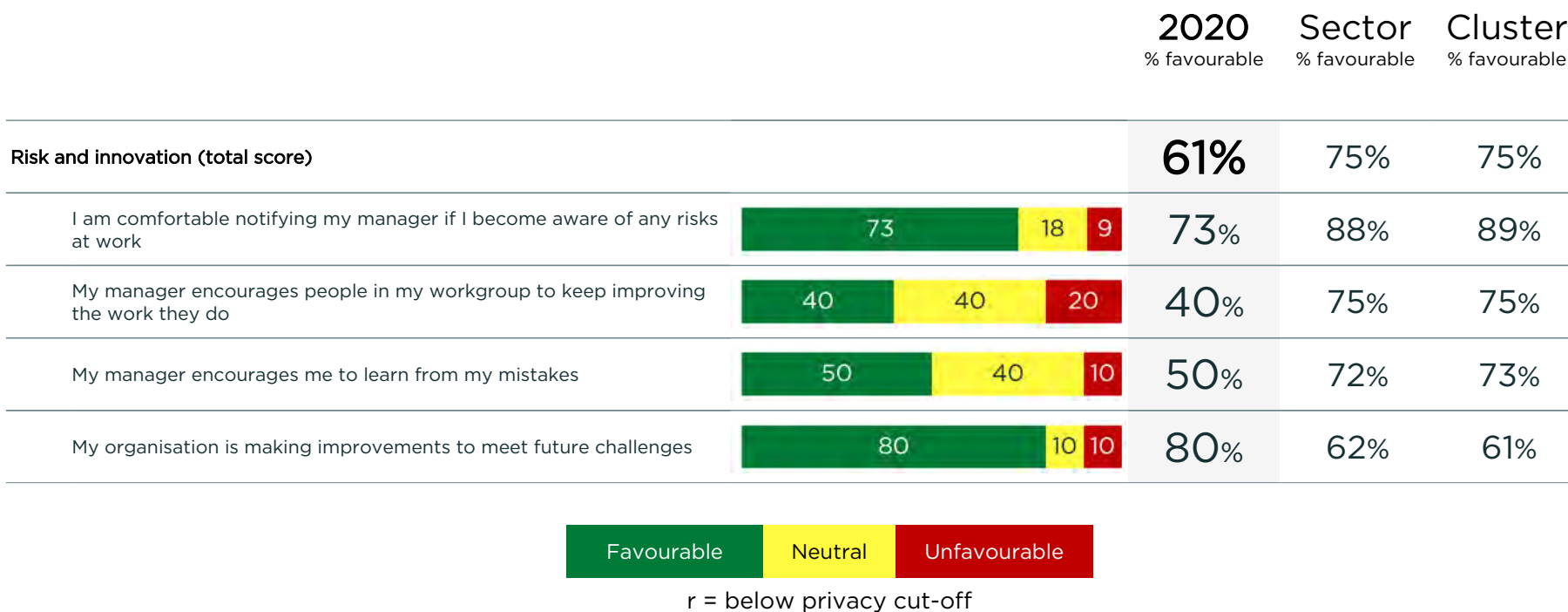


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Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.



Innovation means creating new and better products, processes, services, and technologies to improve outcomes for the people of NSW

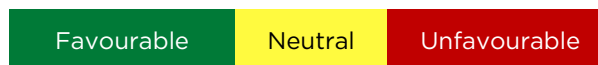
A healthy risk appetite can help foster innovation.



# Decision making and accountability

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Decision making and accountability (total score)</b>		<b>45%</b>	60%	60%
I have confidence in the decisions my manager makes		50%	72%	72%
People in my organisation take responsibility for their own actions		40%	48%	47%

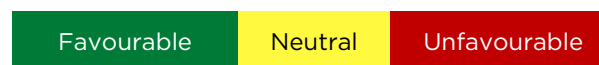


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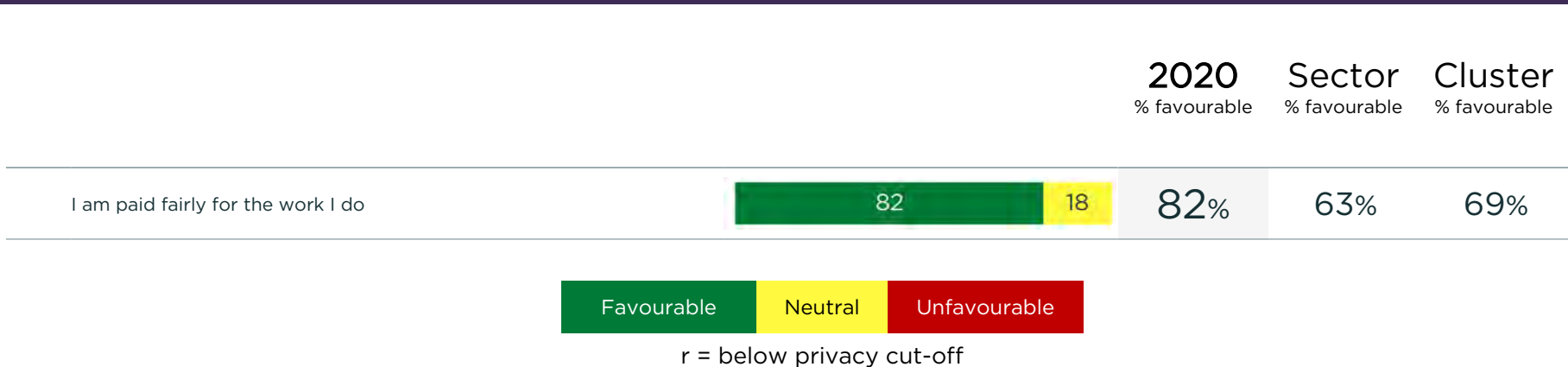
A customer is anyone who received a good or service. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation.

The NSW public sector's Customer Commitments give a clear picture of what customers should expect when receiving government services.

		2020 % favourable	Sector % favourable	Cluster % favourable
<b>Customer service (total score)</b>		<b>77%</b>	74%	74%
I can make the decisions needed to help customers		91%	81%	78%
My workgroup strives to achieve customer satisfaction		82%	85%	83%
Senior managers communicate the importance of customers in our work		70%	70%	72%
The processes in my organisation are designed to provide the best experience for customers		70%	58%	59%
My organisation meets the needs of the people of NSW		80%	69%	71%
I am confident in my organisation's ability to support our customers during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		70%	81%	81%

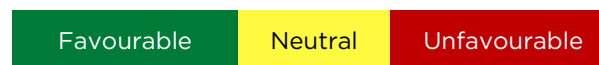


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A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

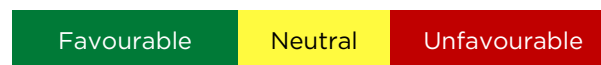
	2020 % favourable	Sector % favourable	Cluster % favourable
I have confidence in the ways my organisation resolves grievances	The data for this question has been hidden for anonymity reasons.		
		45%	-



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Staff confidence that action will be taken on survey results is important for employee experience. Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

	2020 % favourable	Sector % favourable	Cluster % favourable
I am confident my organisation will act on the results of this survey	The data for this question has been hidden for anonymity reasons.		
		45%	-



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2020 Cluster  
% favourable % favourable

My workgroup demonstrates good health and safety behaviour	<i>The data for this question has been hidden for anonymity reasons.</i>
I seek out all necessary information, equipment and training to do my job safely	<i>The data for this question has been hidden for anonymity reasons.</i>
I am regularly consulted on matters affecting safety in my workplace	<i>The data for this question has been hidden for anonymity reasons.</i>
My organisation communicates effectively with me during major events (e.g. the COVID-19 pandemic, bushfires)	<i>The data for this question has been hidden for anonymity reasons.</i>
I have a clear understanding of how my work contributes to Transport's objectives and direction	<i>The data for this question has been hidden for anonymity reasons.</i>
I am able to make decisions that affect my work	<i>The data for this question has been hidden for anonymity reasons.</i>
I am confident in my ability to provide quality customer service to customers	<i>The data for this question has been hidden for anonymity reasons.</i>
I believe that the changes currently being implemented within my organisation will result in better customer and community outcomes	<i>The data for this question has been hidden for anonymity reasons.</i>
My organisation works towards achieving the greater good for the community	<i>The data for this question has been hidden for anonymity reasons.</i>
I see senior managers of my organisation actively putting people at the heart of the decisions they make	<i>The data for this question has been hidden for anonymity reasons.</i>

Favourable

Neutral

Unfavourable

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## Explore how to drive engagement

# Key drivers of employee engagement

The key drivers of employee engagement are the survey questions most strongly related to engagement in your team or organisation.

Improving these areas could help boost employee engagement.

Key driver question	Topic
Change is managed well in my organisation	Communication and change management
There is good team spirit in my workgroup	Teamwork and collaboration
I have confidence in the ways my organisation resolves grievances	Grievance processes
The processes in my organisation are designed to provide the best experience for customers	Customer service
My organisation meets the needs of the people of NSW	Customer service

**Find out more about how the survey works**

### Survey period

The People Matter Employee Survey 2020 opened on Monday, 19 October and closed on Friday, 13 November. The survey usually runs in the middle of the year but was delayed due to the COVID-19 pandemic.

### Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

100 to 'strongly agree'

75 to 'agree'

50 to 'neither agree nor disagree'

25 to 'disagree'

0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the five question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

### % favourable calculation

Most scores are shown as % favourable, which is the sum of the 'strongly agree' and 'agree' percentages.

### Privacy

Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

### Rounding

Results are presented as whole numbers for ease of reading. Results will not always add up to 100% due to rounding. Values less than 0.5 are rounded down. Values equal to or greater than 0.5 are rounded up.